



IAC Strategic Plan (Phase II) WEB CAFÉ RESULTS

December 5, 2013

10:00 am and 6:00 pm EST

Nearly 100 Hoosiers participated in the Web Café from across the State of Indiana to provide the Indiana Arts Commission with valuable input as it moves forward with the final phase of its Strategic Plan (2010-2016). Morning and evening Café audiences voted on their top three Strategic Plan Goals and Objectives and then responded to open-ended questions.

At 10:00am, audience members participated live and simultaneously from 10 host locations throughout the State of Indiana including: Munster (Region 1), Fort Wayne (Region 3), Lafayette (Region 4), Anderson (Region 5), Terre Haute (Region 6), Indianapolis (Region 7), Bloomington (Region 8), Columbus (Region 9), Evansville (Region 10), and Salem (Region 12).

At 6:00pm, audiences participated from home or office using traditional webinar format.

VOTING RESULTS: IAC Strategic Plan Goals and Objectives

Unlike during the original strategic planning process, the web café results illustrated three clear goals. The objectives results were the same.

Total Votes	GOALS
53	To establish the arts as a driving force of economic growth in Indiana
13	To champion the arts as a vehicle for cultural understanding in Indiana
4	To celebrate the arts as a cornerstone of Indiana heritage and identity
48	To make the arts accessible to all citizens, every day in Indiana
11	To promote artistic quality and freedom of expression in Indiana
62	To position the arts as a key educational force for citizen lifelong learning
53	To advocate for the value of public funding for the arts on a local, state and national level

Total Votes	OBJECTIVES
50	Building stronger arts organizations
57	Developing stronger communities through arts partnerships
11	Embracing the role of the arts as a champion for diversity
5	Connecting people with the arts through new technology
36	Revitalizing a creative economy and workforce
57	Advancing the role of the arts in education and personal development
6	Celebrating the cultural heritage of Indiana through the work of our artists and organizations
14	Tangibly recognizing the value of the arts in the lives of Indiana citizens
7	Continuously evaluating the effectiveness of IAC programs and services to maintain the highest standards

OPEN-ENDED QUESTION RESPONSES:

Morning and evening participants tackled open-ended questions posed by the Commission:

1. What strategies implemented by the IAC do you think were the most valuable?
2. What additional strategies might we have employed?
3. What are the pressing issues, what needs to be done first?
4. What are the most important issues, those things which ultimately need our attention

*NOTE: *During the evening café, questions 3&4 were combined to: What are the most important issues, those things that need our attention?*

Summary:

Overall, morning and evening responders held similar views.

Looking at the past three years, responders felt all strategies implemented by the IAC were important, however, Capacity Building opportunities (state and grant funding) and standardization of the grants process and awards were the most favored. Regarding strategies the IAC “might have employed”, responses generally focused around two key areas: (1) improved communication; and, (2) a less time-consuming grant application and reporting process. Constituents felt: there should be greater awareness of IAC programs and services, better communication between arts providers, better communication between the IAC and constituents, increased value of arts overall, and that the application and reporting process should be less time-consuming and cumbersome.

Looking forward to the next three years, responders felt the most pressing issues (in order of response frequency) to be arts education, funding, and communication/advocacy. Each tended to dovetail into one another, but overarchingly participants felt advocacy - promoting the role of arts, arts education, and communicating those values - would help sustain and grow arts support and funding.

Looking back on the past three years...

What strategies implemented by the IAC do you think were the most valuable?

Morning Responders:

- Expanded arts education program to include individual artists – a nice step, but can be confusing (8)
- Focused, inspiring, insightful CB (Capacity Building) speakers. We invited them to our facilities. We designed, time to talk about the subjects. (7)
- Expanded cultural arts district program (9)
- Provided 8 economic development consultancies to communities; expanded cultural district program; emphasized community partnerships in grant apps (6)
- Standardizing the grant process is a double-edged sword. It can handicap smaller communities without the resources to compete with communities that have more resources to do proposals (12)
- Grant-funded additional capacity building opportunities (1)
- Added \$5M to cultural trust principal (5)
- The standardization of grant adjudication brought greater fairness and gave our grantees in Region 10 a better sense of fairness with the system (10)
- Standardized grant adjudication and award process (4)
- Partnering with local universities (7)

- Symposiums could be a major mover if they were more visible and accessible to arts organizations and community members outside of the arts. (3)
- Grant process improvement – that is an important and commendable process, but not the most important strategy for moving forward.

Evening Responders:

- Capacity building to strengthen the organizations and encourage partnerships.
- I felt the Capacity Building conferences/symposia were well thought out. While I could not attend all of them, I thought they were offerings that could have been very valuable to our state's arts organizations and were reasonably priced so accessible.
- Emphasized community partnerships in grant applications
- The opportunity to apply for Capacity Building funds to present educational offerings is important so that local communities can identify needs in their areas and craft applications around those needs.
- Those programs/services that strengthen the ability of arts organizations and individual artists to manage operations, partnerships, and participation in broader initiatives, such as the Districts. Also very much appreciate the grant process revisions.
- Economic development consultancies to specific communities
- Standardizing the grant application process has helped me. I like the capacity building partnership also.
- It's very valuable to partner with universities and foundations to study the results of arts education! The more we can get word out about the value of the arts and arts education, the better--and statistics speak loudly and well.
- The cultural district program is a great way to draw attention to assets within a community. I hope more communities begin to take advantage of that and as you do I hope sometime funds are tied to that as well.

Looking back on the past three years...

What additional strategies might have we employed?

Morning Responders:

- Better help and clarification on how to encourage diversity in the areas of the state that have very little diversity as it is traditionally defined. Often confusing to grantees (10)
- Finding a way to directly target grant applicants. The website can be confusing and deter grantees. (8)
- Rural communities – what was done by IAC, small things can make big changes (7)
- Commissioners be more active and visible in the community they serve or more recognized (9)
- Clarifying and building on the incentives toward local partnership goals (6)
- Make the grants process less cumbersome to apply and report on: return on investment is not worth it for many organizations (4)
- Increase public awareness of current activities (1)
- Make people more aware of capacity building grant monies that are available. Also, make the process a bit simpler to apply (5)
- Increase public awareness of current activities regionally (1)
- Make people more aware of capacity building grant monies that are available. Also, make the process a bit simpler to apply. (5)
- Emphasize the cultural trust..the return on investment has been meager (4)
- Collaboration with other state agencies (Indiana Humanities, Tourism) (3)
- Awareness of IAC and its activities (9)

- Clarifying and building on the incentives towards local partnership goals (6)
 - More visibility of IAC's programs and successes, possibly using Regional Arts Partners to convey more details (3)
 - Would love to have the ability to communicate with the holders of the IAC license plates. (3)
 - Use of technology to share results and resources gathered at conferences and symposiums, or perhaps to conduct conferences and symposiums via the web (3)
 - Better direct communication with constituents around the state might help--a monthly newsletter, perhaps. Sometimes information gets lost. (10)
 - Work to remove barriers to make partnership objectives successful (6)
 - Streamlined grant process, especially for small APS grants and artists. Grant process is expensive in terms of staff time invested. (6)
 - Better integration of arts into other initiatives would demonstrate the importance of the arts in education (4)
 - How are we reaching out - what are we learning in other regions - communication/sharing should be better (7)
 - Streamline grant application process. Currently, this is too time consuming and expensive in terms of staff time. Many artists and small project leaders tend to shy away from IAC grants because of their complexity. (3)
 - We concur with Arts United about the time investment for the grant process. (12)
 - More promotion of the arts: statewide arts calendar (4)
 - IAC communication and outreach is clunky. Would like to see it clarified, simplified and streamlined, perhaps by using a marketing consultant. (8)
 - Building connections for individual artists; a cool idea would be a matching grant program that helps artists find and pay for venues - possibly a grant to organizations to the venues who work with recipients of Individual Artist Program grants. (3)
 - More community input sooner in all planning--from all stakeholders. (12)
 - IAC could work with Indiana Association of Cities and Towns, for partnering and networking. (8)
 - Organizationally, the IAC needs to be more approachable, engaging, and receptive to community ideas/efforts. (9)
 - Re: the goal for making the arts accessible for all citizens and the related objective of embracing the role of the arts as a champion for diversity: I attended the conference in South Bend on this topic. It was excellent although could have benefited from a more visible presence of people with disabilities. My suggestion is for the Commission to "walk the walk". It could take the lead in modeling diversity efforts by diversifying its own staff: hire staff with disabilities and other minority representation. Also seek out similar representation for grants panels and commissioners. (8 – offline, not included in chat stream)
 - IAC could be a catalyst in the communities, rather than a responder. Find a way to have direct involvement. Perhaps the RAPs have diminished the strength of the IAC? (8 – offline, not included in chat stream)
- Individual artists are detached from IAC. Is there a way to bring them back into the mix, even though the focus is clearly strong arts organizations? (8 – offline, not included in chat stream)

Evening Responders:

- I'm loving the use of technology. It would be great if technology could help improve access to some of the educational capacity building sessions that have been offered so that people who may not have been able to travel or attend on a particular day could also benefit from the content in some way.
- I like it when the contribution of the arts to regional economy is advertised as much as the hosting of, say, a Superbowl...! The quality of life and the quality of the workers we attract...

- Perhaps a "tool kit" of operational or management processes, so that the less-exciting side of the arts (its daily operations) have a resource, checklist, etc., that provides guidance on organizational sustainability. After years of managing a historic site, I learned that watching out for those plain old maintenance issues saved a lot of time and money!
- I think it would be good to market better/more to communities to further awareness of the services out there so organizations can take advantage of them... using technology would be one great way of doing this.
- I agree with Angela....Travel is difficult sometimes and training is helpful on many topics.. This is an easier way to inform and help struggling arts organizations.
- Investment in more outreach in individual regions.
- On the education front: perhaps we could help people to understand that teaching the arts teaches history, geography, physics, math...that it isn't just entertainment but also teaches students self-presentation and collaboration skills.

Looking forward to the next three years...

What are the most pressing issues, what needs to be done first? (AM Only)

- Education: K-12 with the inclusion of the arts for innovative and creative solutions. STEAM needs to be pushed at a state level. (4)
- Helping the state realize the value of art in educational settings (schools, etc.) (5)
- Improvement in communication should be top priority (8)
- Providing broad promotion of the arts (5)
- IAC working as a state level advocate with education community as a resource. Share resources/research to support rationale. Make sure data is available statewide. Especially in decision-making roles. (7)
- Helping the general public realize the importance of funding the arts (5)
- How can we effectively advocate for more state funding for the arts? (4)
- How do we increase funding for education in general? (4)
- Focusing more on expanding learning times in arts in education. Lifelong learning pursuits. Early childhood and preschool. Not just time, it's chronological. (7)
- Continue assistance with the development of cultural districts. (10)
- Resource development in small communities (8)
- How to integrate the arts to better teach other core curricula? (4)
- Advocacy on national and state level to help secure funding, IAC help connect organizations to corporate and private donors. (3)
- How do we help those of our Regions that are on state borders take better advantage of "regional" assets and planning, taking into account that our metros often cross into neighboring states. (10)
- Making Arts Access a permanent piece of granting and increased funding (8)
- We agree with Region 4 about a push for STEAM (8)
- Elevate the status of the Indiana arts commission so that they can be more respected, recognized ambassadors for the role of the arts in education (4)
- Making access an important part of diversity (4)
- Leadership role in bringing art to the public- provide educational and mentoring opportunities to communities offering arts activities (9)
- Continue to increase community engagement and awareness through ongoing regional meetings (1)
- Find more money (10)

- Professional development on accessibility issues, development of accessible program. Encouraging partnerships, collaboration, and communication between organizations.(3)
- Continue the communication chain so that everyone is aware of activities. (7)
- Leverage more business support and public (elected officials) advocacy so the arts are seen as integral to the health and economy of the state. (6)
- Work to stabilize existing arts and cultural assets. (6)
- The most pressing issue is creating a cultural change in which the entire state values the arts for economic development and personal/educational enrichment. Accessibility is part of this--there should be a central state website that lists IAC-supported activities. (12)
- Indiana state agencies working together to increase funding and impact (3)
- IAC should do everything possible to support integrating art into the curriculum in multiple subjects at all levels. (12)
- We should have seen every grantee here - how do we get them involved in what IAC is doing? (8)
- Advocacy is #1. If there is no funding, we can't do anything. On the flip side, public support for the arts is not stable because it isn't guaranteed. Perhaps the IAC could help connect arts organizations and projects to other resources (philanthropic, earned income strategies, etc.) that would lead to more stability and sustainability. (3 – offline, not included in chat stream)
- Accessibility is critical since 25% of our population will soon be over the age 65. Perhaps the IAC could provide professional development opportunities to educate arts professionals about working with populations with accessibility challenges. (3 – offline, not included in chat stream)
- More opportunities to collaborate so we can learn from each other and stop duplicating services. RAPs could be a key player in this arena. (3 – offline, not included in chat stream)
- Work together with other state agencies on shared programs that increase funding and impact. For instance, an arts education program should be a collaboration between the IAC and key education agencies. Arts are made more valid because they permeate all other aspects of our communities – social services, education, tourism, etc. How can we build more partnerships in which arts organizations (grantees) can participate? (3 – offline, not included in chat stream)

Looking forward to the next three years...

What are the most important issues, those things which ultimately need our attention? (AM Only)

- More specific guidelines for the use of public dollars (9)
- Promote the role of the arts in the state (4)
- More funding for the arts (4)
- Accessibility and visibility (1)
- Funding. (7)
- Arts education k-12 (4)
- Awareness, funding, education (5)
- We need an emphasis in getting as much art education as possible into our schools. High priority. (12)
- Continue efforts to find more (or at least maintain) level of public funding. (12)
- Children's literature, early education (7)
- Music education (7)
- Awareness of value of arts, support of the economic aspect of the arts, advocate against HJ-R6 (3)
- Advocacy, technical improvements of the grant application process to save organizations time and money (3)

- Stabilizing arts providers of all sizes to best help the arts succeed and serve Indiana (funding, endowment matching, creative way to help arts providers sustain work) (6)
- The single most important issue is to change the culture to understand that art is not a frill; it is central to human activity. (12)
- Increased state advocacy on the Federal level for arts issues (including funding and charitable deductions) (6)
- Emphasis on how the arts and creative problem solving can positively influence all aspects of the community. (6)
- Creating and displaying the impact the IAC has on grassroots arts activities (9)

Looking forward to the next three years...

What are the most important issues, those things that need our attention? (PM Only)

- Continued focus on advocacy and keeping the legislators educated on the impact of arts funding and the importance of those dollars. Always trying to at least maintain and hopefully increase.
- How to reach all the schools with high-quality arts opportunities and resources--the schools have resources as well as the ones without arts budgets; public and private.
- Continuing to promote the value of arts education and creating access to opportunities. Currently doing this through grants and promotion of opportunities through NEA and others.
- I think the Arts Commission does a lot of valuable work that people don't know much about, so perhaps getting word out more about the opportunities the IAC provides. I do like the technology and social media that you've started using well!
- I agree. The legislators need to know that arts programs are a vital part of brain development and learning and dollars need to be spent to promote the arts in education. Advocacy is important!
- Perhaps the arts can stop the Indiana Brain Drain when young adults graduate from college!
- After spending years as a board member, then staff, of a statewide arts organization, the opportunities that members and nonmembers alike enjoyed most were information and resources that empowered, and also networking. Don't really have a specific proposal here, but want to offer that perhaps we in the arts need more opportunities to network, share and learn from each other, to build the entire arts community.
- Helps to become established in our communities as viable organizations so that people want to become a part of and support the arts. It seems to be such a slow process. To get from point A to point B. I guess I mean how do we convey "the vision" in our communities?
- Accessibility

ADDENDA:

Follow-up comment from Region 4 attendee:

The studies show that children who participate in the arts, regardless of income strata, are more successful in school. If we couple that idea with the Community Commitment to Education (CCTE) goal to provide community participation and effective help to the educational community in our collective desire to see students succeed, and with the recognition that a significant percentage of children entering kindergarten are not ready for kindergarten, then we might be able to create some synergies. The CCTE, in partnership with the school corporations in Greater Lafayette, has developed material that indicates what behavioral, social and cognitive skills young children (ages 1 – 6) need to develop to be ready for



kindergarten. We are working on how to cascade this across the community. I suspect that a number of these skills can be approached/taught/enhanced by exposure to the arts.

If we can find specific skills that are improved in children by the arts, and if we can link programs, then we can (1) improve these skills in these children, (2) demonstrate to the community (and funders) that the arts are for all ages and that they are integrated into the lifeline of the community, (3) introduce children, and their parents, to the arts continually and at a younger age, and (4) demonstrate that the arts are for everyone, not just events that parents attend.